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MARKETING PLAN: LIMÓN Y ROMERO

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1. EXECUTIVE SUMMARY

Limón y Romero is a bar located in the small locality of L'Alcudia de Crespins. In particular, it is a Gastro bar. It offers quality products and plates and author's "tapas" at accessible prices. This place was inaugurated in August 2014, since then this bar has been improving progressively, since the owner keeps on training and innovating continuously. It is provided with a wide variety of beers, wines, cocktails, coffees and infusions. Also it is located in a privileged place.

At present we are before an uncertain environment due to the economic crisis of last years. This crisis has changed the consumption habits being the hospitality sector a very harmed sector. Although in the last years it has diminished the expense in this sector, we can see a small upturn in the last year. Also despite the big number of unemployed population, the hospitality sector has turned into the most powerful sector beating its record of occupied.

As any other small enterprise the main target is to continue on the market and to confront the mishaps of a best possible way increasing the profitability and improving continuously.

As soon as the current situation was analyzed as much of the microenvironment as of macroenvironment in this marketing plan a series of attainable targets is established to continue on the market, to grow and to establish strong relations with the clients. As soon as the targets were fixed there are established the different strategies of marketing that are necessary to compete on the market and to reach the raised targets. For all this there are established 9 marketing actions that try to fulfill the established targets. These actions have its temporary line and its results control to observe the effectiveness of the actions and to discover possible future actions.

With this marketing plan, it tries to reach the success in the business and keep on competing on the market to which it belongs, in addition to being able to adapt itself to the current situation of the environment making use of its fortitude and opportunities and facing in a best possible way of its weaknesses and threats. All this tries to be obtained by means of the strategies and actions of marketing raised in this plan.

2. SITUATION ANALYSIS

2.1. Internal analysis

2.1.1. Company presentation

The business chosen for the achievement of this marketing plan is Limón y Romero Gastro Bar. It is a local opened in August 2014, introduced under the concept of Gastro Bar. It is located in the locality of L'Alcudia de Crespins in Avd. Cortes Valencianas 11.

The owner Rafael Romero García 26-year-old age has previous experience in this sector, since he has official qualifications in nutrition and at present he is studying a confectioner's and salted superior course in Baret de Miquel Ruiz in Denia. Also he has been employed like bartender and cook at the bar - snack bar Iris, located also in L'Alcudia de Crespins.

Like I have commented previously it is introduced under the concept of Gastro Bar, in which there is offered a different alternative to the clients of the area. This way it tries to bring the high kitchen over to popular society serving author's tapas at accessible prices. The term Gastro Bar is a tendency in full expansion, since increasingly, they are appearing this bars typology in the whole Spain. The expansion of the gastrobar is due to the adaptation of the high kitchen to a much wider public and at accessible prices. In Limón y Romero is intended to combine the classic gastronomy with the new tendencies and with some plates imported from other cultures, all this with exotic and fresh meal and showy ingredients although this supposes a major cost.

Next we're about to establish the company mission and vision.

- Mission:

To provide with quality products the consumers combining the classic gastronomy with the new tendencies, offering a good service joined with a unique decoration and more than reasonable prices.

- Vision:

To be one of the best restaurants of the area, offering a service of high quality, achieving the complete satisfaction on the clients, due to the differentiation and gastronomic innovation with regard to other restaurants. And with all this, to encourage the consumers not only to repeat the experience but to realize publicity by word-of-mouth.

Finally to say that the business is in a privileged situation since it is a population passing area, it is just in the meeting area for young people, near to the school and high school, health center and commercial shops. All these characteristics add to big group of people passing throughout the day.

2.1.2. Company resources

2.1.2.1. Human resources

As for the human resources that this business arranges they are 5. In the kitchen they are provided with 2 people, the owner Rafael and his brother, and as bartenders they are 3 more people.

As he mentions to us the owner his hiring politics has been based basically on recommendations and previous experiences, achieving with it that the service is the best possible one.

All they have experience in this sector since previously they have worked of bartenders or cooks. All the employees are motivated and are good professionals.

2.1.2.2. Tangible resources

- Financial resources

Firstly it is necessary to emphasize that all the information contributed next is approximate.

To begin the activity, the owner in addition to his monetary contribution had to ask for financing to the ICO (Official Credit Institute). The initial investment was around 50. 000€ in which one finds place decoration costs, necessary machinery purchased, administrative agency costs, furniture acquisition, genre and stock purchased between others.

In addition to these **expenses** that come from the initial investment, along the business development another different expenses appear, divided in fixed and variable.

● Fixed expenses: They are the expenses that it is necessary to pay, independently of the sales volume. In this case, the expenses range on 5. 200€ a month. Next they are detached in an approximate way.

- Monthly light expense: 400€
- Monthly water expense: 20€
- Natural gas expense: 100€
- I.C.O. tax: 620€
- Autonomous insurance tax: 150€
- Employee insurance: 100€ * 4= 400€
- Employee salary: 900€ * 4= 3.600€

● Variable expenses: They are the expenses that go according to the sales volume. Expenses of food supply, drink and other elements of eatable use are about 1. 000/week, 4. 000€ a month.

These total cost is 9.200€ a month.

As for the **income** they go to provide separating them in two parts (From Monday until Thursday and Friday, Saturday and Sunday), because a clear difference exists in these two blocks.

● From Monday until Thursday principally the income comes from the daily coffees and from the popular lunches, but also from the refreshments, juices, drinks, toasts, confectionery and infusions. All this adds a total of 950€/week, 3.800€ a month.

● On Fridays, Saturday and Sunday the main income is of the dinners, tapas and drinks, and also breakfasts and lunches adding a total of 1.900/week, 7.600€ a month.

All this adds an income of 11.400€ monthly approximately. The entire benefits at the end of month are a 2.500€.

- Physical resources

This business has a place of 146m² useful, a fully equipped kitchen in addition to all the furniture that decorate this place (tables, chairs, lamps ...). It has 5 beer taps (Paulaner, Heineken, Amstel Oro, Guinness and Murphy's) with what it has a wide beers variety in addition to more than 15 types of small bottles of different brands.

In the place there differ two areas, one with armchairs and lower tables, destined to the coffees and drinks and another area dining room with tables, chairs and banks both for the meals and for the dinners. It is in a place in which the revenue of the residents or workpeople of the area is upper intermediate. Also it is provided with a wide an area for its use in summer.

Image 1: Limón y Romero inside and outside view



Source: Facebook Limón y Romero

2.1.2.3. Intangible resources.

- Marketing resources.

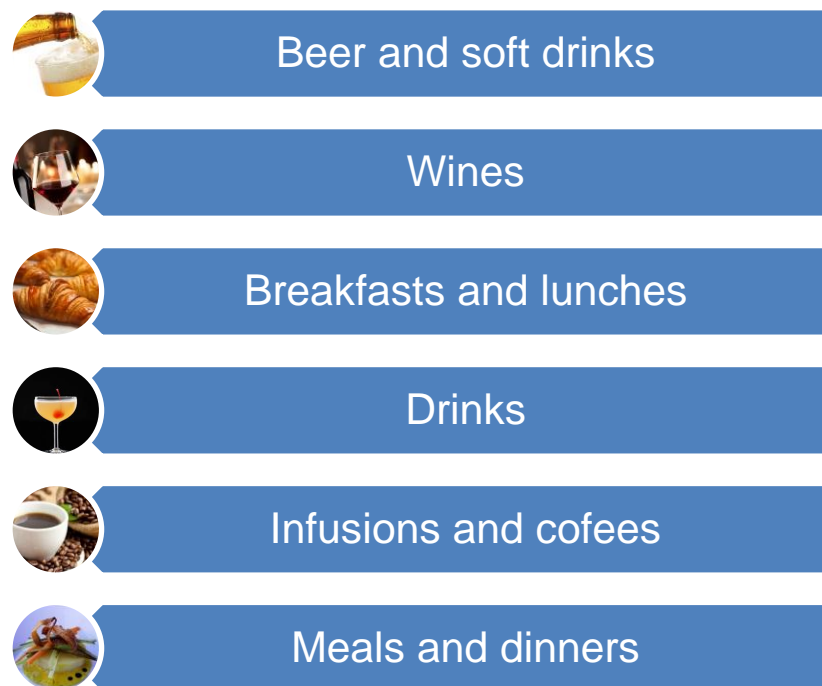
- **Product.**

All their products are fresh and of good quality although this supposes a major cost.

As has been mentioned previously, Limón y Romero offers a wide range of products: coffees, infusions, refreshments, drinks, lunches, confectionery products, tapas, meals and dinners. It is provided with an extense list of beers, wines, breakfasts, lunches, drinks and coffees and infusions, in addition to the corresponding lists of meals and dinners.

They have 6 lines of products as we can see next:

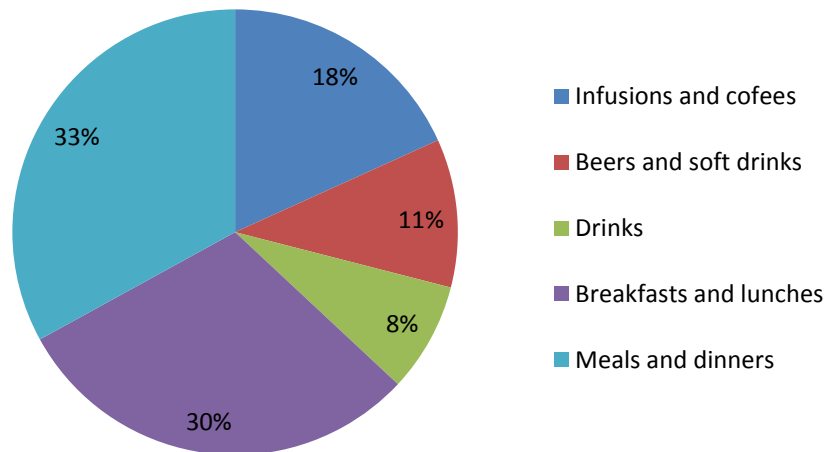
Figure 1: Product lines



Source: Own elaboration

As we can observe in the graph 1, where more income is obtained is in meals and dinners, principally the weekend, followed by breakfasts, lunches, coffees and infusions both midweek and the weekend.

Graph 1: Monthly increase according to products line



Source: Own elaboration

- Distribution

The means used is the long channel, since the owner buys his products to wholesalers but also he buys products to small local establishments as in case of fresh products like meat, fish, fruits and vegetables.

Figure 2: Limón y Romero distribution



Source: Own elaboration

- Price

The strategy that continues to establish the prices is across the escandallo, in which the cost of the product is calculated to be able to estimate a sale price and this give profit and benefits to allow its continuity.

In case of the products that need a preparation: (product cost + preparation cost) * 3.

In case of drinks and others that do not need preparation: product cost + 40 % of this one.

Carry on with the previous classification of line of products, the prices as typology they are:

Figure 3: Prices range

	Beers and soft drinks <ul style="list-style-type: none">- Lower Price= 1,30€+ Higher Price= 3,90€
	Wines <ul style="list-style-type: none">- Lower Price= 5,50€+ Higher Price= 30€
	Breakfasts and lunches <ul style="list-style-type: none">- Lower Price= 2,9€+ Higher Price= 5€
	Drinks <ul style="list-style-type: none">- Lower Price= 4€+ Higher Price= 8€
	Infusions and coffees <ul style="list-style-type: none">- Lower Price= 1€+ Higher Price= 3.9€
	Meals and dinners <ul style="list-style-type: none">- Lower Price= 15€+ Higher Price= 20€

Source: Own elaboration

- **Communication**

In this first communication paragraph will start talking about the image brand creation and mark. Limón y Romero is provided with a logotype in which there is identified the name and activity of the company as also where is located. This logo was created by a professional graphic designer Cristina García Sánchez.

Image 2: Logotype Limón y Romero



It has been made publicity in the fiestas book and still doing it, the Fallas book as well and also in advertising panels at the local football field. Also it has taken part in the last two editions of “de tapa en tapa” that takes place in September during the L'Alcudia de Crespins's fiestas.

It has distributed a mix of advertising products (merchandising) like T-shirts, poles, caps, sweatshirts and jackets. It is a soccer team and a padel sponsor in L'Alcudia de Crespins and also to three cycle teams.

It is provided with a Facebook page where it offers promotions, shows the menus and post photos of his clients at the place. Some of the promotions that he has made are those that we can see in the following images.

Image 3: Limón y Romero promotions



Source: Facebook Limón y Romero

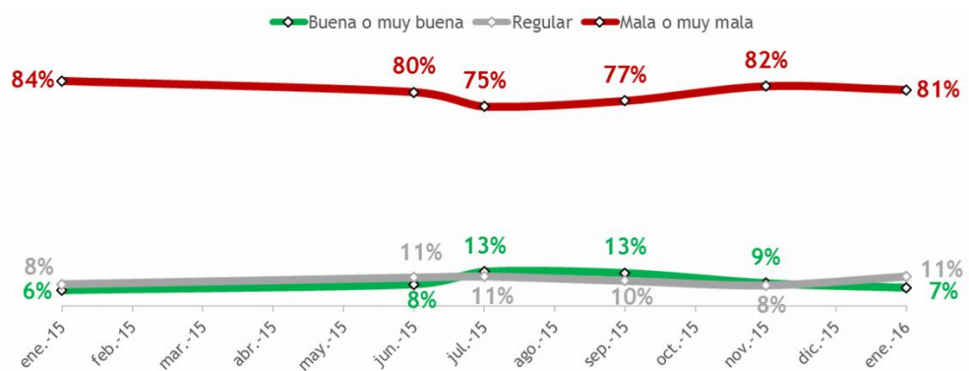
2.2. External analysis

2.2.1. Macroenvironment

2.2.1.1. Political and legal factors

Currently we find ourselves faced to a bad political situation, due to the absence of government and the incapability of the political groups to negotiate to seal an investiture agreement, with what it is possible that a new elections may be realized. Since we can observe in the graph 2 most of the Spanish (more than 80 %) evaluate the political situation in Spain as bad or very bad. But in spite of it is without government what principally worries the Spanish people is the unemployment and the corruption.

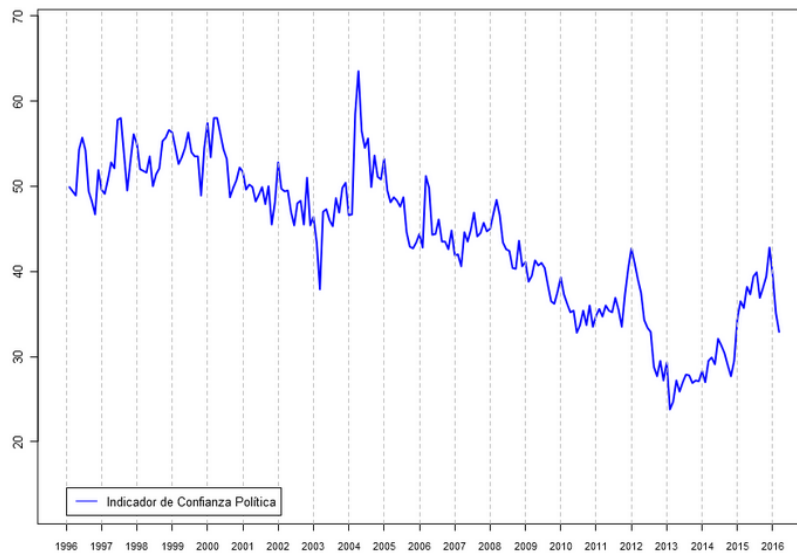
Graph 2: Evaluation of the political situation in Spain (2015-2016)



Source: Data bank of Metroscopia (The remaining percentage corresponds to NS/NC)

In the graph 3 we can see the indicator of political confidence and it is observed that in the last years it has been increasing, but at the end of 2015 it has significantly diminished. Also following with the information of the barometer of CIS 43,3 % of the Spanish people believe that the political situation is worse than one year ago.

Graph 3: Indicators of the political situation.



Source: CIS Barometer

The large deficit of last years in Spain has forced to establish austerity measures that they damage to the hospitality sector and to many other sectors. This politic has been implanted to try to reduce the deficit and fulfill the fixed targets. The current political palsy situation complicates the implementation of politics and measurements.

At the legislative part the hospitality sector (restaurants and bars) they have to fulfill both legislation, the national and the autonomic one. As for the autonomic legislation as it appears in the Valencian Agency of Truism the catering establishments of the Valencian Community are regulated by the Decree 54/2010, of march 31, regulator of the establishments of restoration

The European Union regulation EU 1169/2011 requires the establishments to offer information about allergen products so the consumers could know if they can eat their products. This regulation has been transposed to the Spanish legislation by means of the Royal decree 126/2015. The hospitality workers have to observe the beginning of Good Manufacturing Practices (BPM)(GMP) to guarantee that the products are realized in a sanitary conditions and hygiene adapted to diminish the risks.

The hospitality workers think, according to the general hospitality confidence, that the costs of the energy and the fiscal pressure are the problems that more intervenc in the results, as also the financial costs and the influence of the low prices.

2.2.1.2. Economic factors

As for the country economic situation and carry on with the CIS barometer who has been commented previously 61,9 % of the Spanish people think that the situation is bad or very bad. Also the economic problems are one of the main problems for the Spanish people as we can see in the Table 1.

Table 1: Main problems for the Spanish people

The unemployment	41,5
Economic problem	22,7
Healthcare	13,3
Corruption and fraud	11,7
Education	10,9

Source: Own elaboration. Data: CIS Barometer. (January 2016)

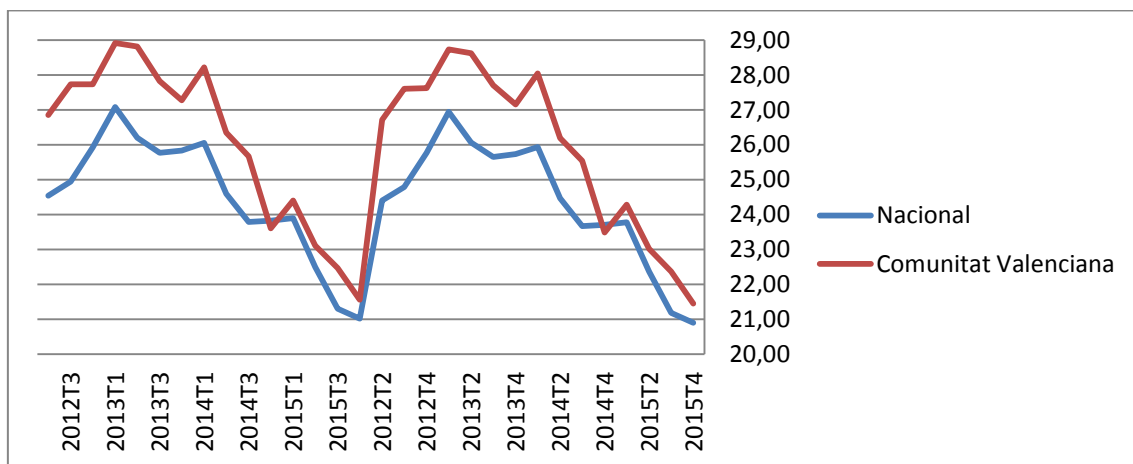
The current economic situation affect to all the sectors. Although in the year 2014 hospitality sector was closed with a sales increase of 3,4 %,there were more the establishments that had to close of those who opened, 44. 582 places that closed opposite to 39. 596 that opened according to the information of the Spanish Hospitality Sector Federation (Fehr). The most damaged segment was the bars and traditional restaurants. The increase of the taxes, as for example terraces, and the prices adjustments did that many could not have survived. In spite of this, according to the INE in the last information of March, 2016, the prices of the bars and restaurants raise in March 0,9 % again with regard to the same month of 2015.

As for the number of workers affiliated to the Social security discharge in hospitality sector, according to the Department of Employment, it has increased last February in 5,8 % with regard to the same month of last year. Centering on the restaurants and bars, in February, there has taken place a descent of the autonomous ones of 0,4 %

but in the general diet it has increased the affiliations up to 8,3 %. The Valencian Community is one of the communities in which more they have increased 8,1 % the number. The hospitality sector has turned into the most powerful sector, beating its record of occupied, since 1,54 million people are employed in this sector (349. 600 in accommodation services and 1,19 millions in bars and restaurants).

As we can verify in the graph 4, the national unemployment valuation has been going down in the last years, being now in 20,9 %. In the Valencian Community, also there has been a decrease of the valuation unemployment in the last years, at present the valuation is 21,45 %. In spite of this valuation unemployment reduction, this is the main worry of the Spanish, since we could have seen in the table 1, because it keeps on being a high valuation. It is believed that the unemployment will be diminishing but of a very slow form.

Graph 4: Unemployment evolution appraises (in %)



Source: Own elaboration. Data: Statistics National Institute (INE)

With all this we can see that thanks to the unemployment reduction, the increase of the purchasing power of households spending out more money in bars and restaurants and the increase of prices predict a progress in this sector.

2.2.1.3. Sociocultural factors

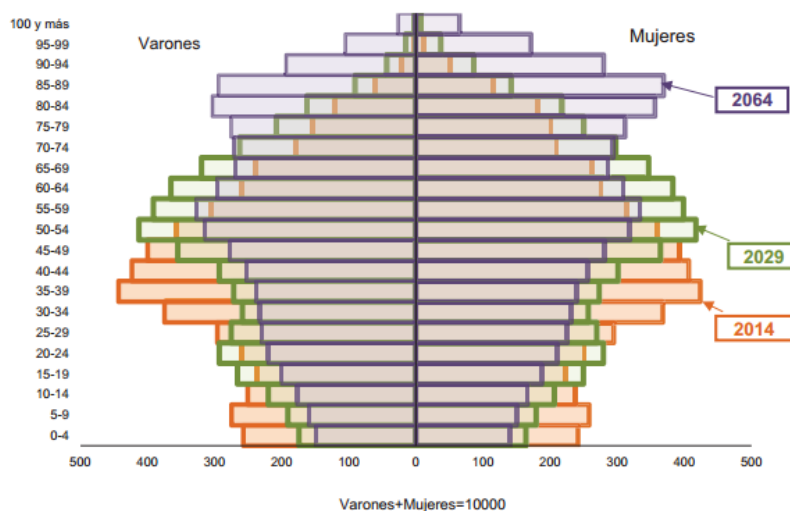
First of all we will start by speaking about the study realized by Coca-Cola labelled "Bond between the citizens and the bar" into the campaign "Blessed Bars", this study analyzes the relation of the Spanish people with this business. Some of the obtained

information is that there is an average of a bar for every 132 persons. The Spanish people associate the bar with fun, enjoyment or happiness in addition to a good place to disconnect and to meet dear people. For many of the citizens the bar is a symbol of the Spanish culture, they like the bars since in spite of the crisis they keep on going to them although with less frequency. For many people the bar is a socialization place, this culture goes immersed in Spain since long time ago.

The crisis has modified the consumption habits of the Spanish people due to the economic difficulties, giving consumption priority to important expenses to live. But in spite of this, in the last survey of household budgets conducted by the INE we can observe that although from the year 2008 the household expense average diminished in Hotels, coffees and restaurants in more than 700€ (-24 %), in the last year of the survey there has been experienced an increase of household average expense in this group of 3,7 %. Household spent 77€ more in meals and drinks out of home.

Finally as for the demographic variables, according to the study "Projection of the Population in Spain 2014-2064" conducted by the INE shows that if the current demographic tendencies were supported, Spain would lose a million inhabitants in the next 15 years. The number of births will keep on diminishing in the next years but the life expectancy will increase. Next we can observe the Spanish population pyramid being this a simulation realized by the INE.

Graph 5: Pyramids of population of Spain



Source: INE

2.2.1.4. Technological factors

The use of new technologies is becoming increasingly important, in this sector as in many others. With them it contributes to improve the productivity and competitiveness of enterprises. For all this it is necessary that the bars and restaurants are updated and doing constant changes.

At present the people communicate across social networks and whatsapp, also they look previously the restaurant across Internet to get more information on the place, reading references and opinions of other dinners. Also they share their experience helping other clients. That's why it is important that the restaurants introduce the TIC (Information and Communication Technologies) (ICT), having Facebook, Twitter, Web and being on opinions web pages as it can be Tripadvisor. Also touchscreen cash registers and new machines have to be considered, and also the personal digital assistants (PDA) or tablets between others.

The incorporation of new technologies can help to improve the experience of the user, facilitate the orders reception, to see the ingredients that we need,, to reduce waiting times, to increase service quality and to increase the menus information . All this can be translated in a sales increase.

2.2.1.5. Ecological factors

Currently a new tendency is arising in sustainably kitchen offering healthy meal and taking care to the environment. They are increasingly the persons who demand a sustainable, healthy food and with management processes that respect the environment.

Since we have commented in the political - legal factors, there exists a few beginning of Good Manufacturing Practices (BPM) but also the Good Environmental Practices exist in the catering industry sector and free time. These practices are written by the conselleria of medi ambient of Generalitat Valenciana. Changes are needed at people attitude and the organization, with the target to reduce the consumption of energy resources, to diminish the water consumption, to reduce the generation of residues and to facilitate its recycling, to minimize the environmental effect of the atmospheric emission, of the noises and of the water discharges and finally to improve the competitiveness of the company.

2.2.2. Microenvironment

In this paragraph we are going to analyze 5 Porter forces to explore the competition level in this sector and to develop a business strategy, that is to say, to maximize the resources and to overcome to our competition.

Figure 4: Porter's five forces model



Source: Own elaboration

2.2.2.1. Bargaining power of buyers.

The bargaining power is the influence that clients can realize on the business to be able to achieve that there are provided high-quality products, better service and lower prices.

The concentration of buyers is low, but in the last years they are achieving strength due to the use of the social networks where they share opinions and some how it does that the clients gather together. The clients cannot influence the price but the profitability of the business depends straight on the consumers, that's why it is important to have satisfied clients and to keep them.

It is a competition market since diverse alternatives exist, therefore the bargaining power is low. The prices of the menus between different bars and restaurants are similar.

As the bargaining power of clients is low it does that the industry is more attractive and that the profit increases for the suppliers.

2.2.2.2. Bargaining power of suppliers.

In the hospitality sector the bargaining power of suppliers is low because these belong to the food industry, being this very competitive and with many suppliers, therefore there are many alternatives with prices and similar products. To the client the supplier's change does not suppose a high cost, it is difficult that some supplier individually could exercise some pressure on others.

The level of supplier's concentration is low since as we have commented previously there exists a big number of them that offer the same products and with very similar prices, but there exist some suppliers who have certain exclusivity as it is the case of Coca-Cola or some marks of beer or wine. The differentiation of the products offered by the suppliers is low except in some brands.

As for the integration threat of suppliers in the hospitality sector to offer products to the final client it is low, since it is unlikely that they could satisfy straight the needs that this sector has.

2.2.2.3. Threat of new entrants

As for the threat of new competitors to higher number of new competitors the intensity of the competition is higher and therefore minor is the attraction. In this sector the entry barriers are relatively low for what there are many potential competitors. The initial investment to set-up a restaurant or bar does not have why to be too much high therefore there exists threat of entry of new competitors.

For a new competitor it is more difficult to obtain its clients because the clients are usually faithful to its restaurant or bar, also the consumers usually repeat several times if they have liked and prefer to go to a restaurant that they already know or have heard about in front of a new one. Although the entry is not costly, to compete with places that remain already a time in this sector and with its fixed clients can suppose a high payment in publicity to be announced.

2.2.2.4. Threats of substitutes products.

In the bars and restaurants there are satisfied different needs (Free time, Feeding and Gastronomy). One of the main reasons for which the consumers go to a bar or restaurant is to disconnect, to amuse itself, to enjoy and to meet dear persons as it has already been mentioned in the sociocultural factors. Therefore other free time alternatives exist as there can be cinemas, discotheque, go shopping, theater and bowling between others. But in spite of this, for the Spanish people the bar is a symbol of the Spanish culture with what this advantage has to be fulfilled.

As for the feeding this service can be replaced with a supermarket, shops with take away meal, fast food, etc. The need for free time and feeding are easy to find substitute products.

Finally, the need for gastronomy is much difficult to substitute because the products elaboration can be difficult to find in other places that it is not a restaurant. One of the keys for a good restaurant is the originality with which the meals and the plates are made.

2.2.2.5. Rivalry among existing competitors.

In this paragraph to higher intensity of competition, less is the possibility of obtaining high revenues and therefore less is the attraction. In this sector a big competition exists since there are many the places that offer these types of services. Since it has already been mentioned previously an average of a bar exists for every 132 persons, for what the rivalry between competitors is very big. Also the rivalry is high for different reasons as for the structure of costs (high fixed costs / variable), a big differentiation of the product does not exist, the market grows slowly, there are no big change costs for the clients and there are competitors' diversity.

2.3. ANALYSIS OF THE COMPETITION

2.3.1. Levels of competence

In this paragraph we are going to analyze the different levels of competition that exist, for more to less. These levels are product form, product category, generic competition and Budget level.



Before analyzing the different competition levels we need to say that in addition to L'Alcudia de Crespins, where Limón y Romero is located, also there have to bear in mind two localities very nearby and much frequented by the citizens of L'Alcudia de Crespins, who are Canals and Xàtiva.

Next we are going to explain each of these levels.

- **Competition in product form:** It groups to the business that offer the same type of product or service with equal or similar attributes. In this level it is where more rivalry takes place.

In this case there would be all the bars of the area. We find bars as El Forn and Ca Edu located in the same locality where both bars are known also by the high quality of their products. Also 13 more bars exist, adding a whole of 16 bars in the small locality of L'Alcudia de Crespins.

- **Competition in product category:** There are the business that offer products or similar services but they have more than one attribute different from Limón y Romero products.

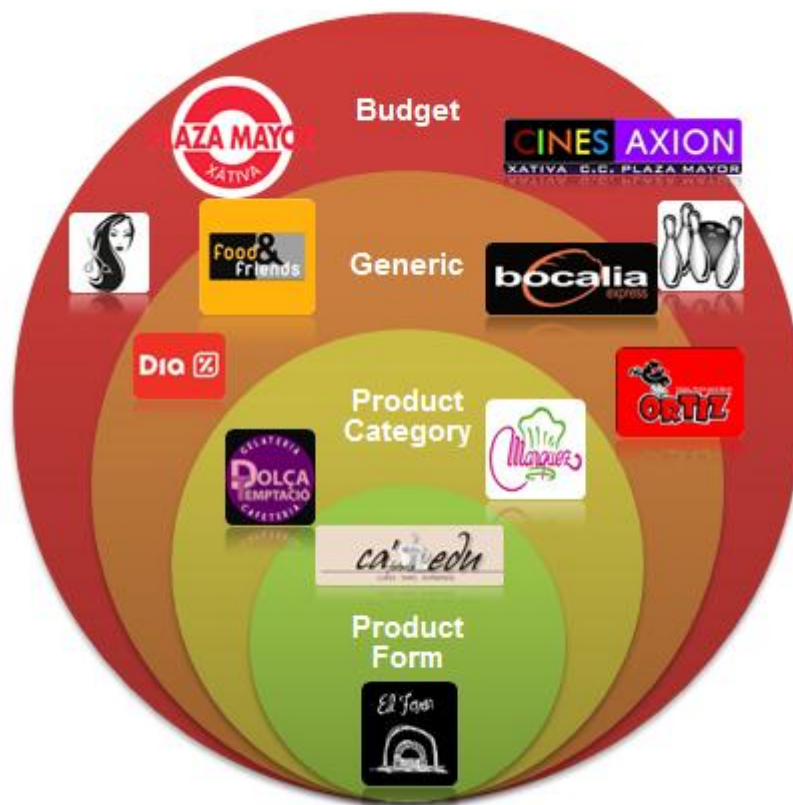
In this level we might include the coffee bars and pubs in which we can go to have breakfast or to have lunch and some soft drinks or some coffee, even in some cases we can have dinner. But so much products variety is not offered as in the bars. Since there is the case of Dolça Temptació coffe shop, Márquez coffee shop and bakery and The Bacus pub.

- **Generic competition:** There is all the business that satisfy the same basic need of consumer.

In this competition level it would be all the meal business to take away, fast food companies, and supermarkets. In this case there is satisfied the need to eat or to drink something. Some examples are Ortiz pizza and chickens, Food and Friends, Pi-per Pizzas, La Cuina, Bon Menjar, Bocalia and De Tot per a Tots between others, in addition to supermarkets Consum, Dia, Mercadona ...

- **Competition in budget level:** There are all the products or services that have the same budget for the consumer, that is to say compete for the same budget. As cinema, theater, clothes, bowling...

Figure 5: Levels of competence



Source: Own elaboration

2.3.2. Main competitors

Since it has been commented at the analysis of the microenvironment paragraph, the hospitality sector is a sector in which a great competition exists since there are many the places that offer these services. In the locality where Limón y Romero is placed there are a big number of bars with regard to the number of inhabitants. They are 5. 200 inhabitants approximately and it is provided with 16 bars in addition to several coffee shops and two pubs.

Its main competitors are El Forn, Ca Edu, Tamara and Bon Profit. Some of them because they offer quality in their products similar to Limón y Romero and others because they are in a good place and offer low prices.

● El Forn:



It is a cozy bar, with well prepared meal, good quality products and first brand drinks. It is one of the bars of this locality that more clients receives, so much of the same locality like the same as around. The prices are very similar to those of Limón y Romero, a dinner is between 15-20€. This place makes a lot of activities, like thematic dinners and Tapas days o being this a big attraction for the clients. Also, it is provided with a wide and nice terrace with high capacity.

Image 4: El Forn inside view



Source: Facebook El Forn

● Ca Edu:



This is other of the bars with which Limón y Romero competes, in this one they also offer well prepared food with high quality products. What more is consumed in this bar there are the sandwiches of any type and especially the hamburgers, being this the main claim for the clients. The prices are similar to those of Limón y Romero. The average price for a dinner is on 15-20€.

Image 5: Ca Edu outside and inside view




Source: Facebook Ca Edu

● Bar Tamara:



It is a traditional bar with more than 20 years of antiquity that offers traditional meal. In this case it is not a question of so elaborated plates, but it is completely home-made food and “of the whole life”. The prices are a little lower that in other places, a dinner is between 10-15€.

 Bon Profit:



This is a bar with a meal and a few prices very similar to those of the Bar Tamara. It is located in a privileged place as Limón y Romero, they are in the same street. Also it is provided with the very wide, biggest place of the whole locality, that is why they can have a higher clients capacity, also they have a children's play-center area with an ideal ball park to go with the whole family. The average price of a dinner is 10-15€.

Image 6: Bon Profit inside view



Source: Facebook Bon Profit

2.3.3. Market analysis

2.3.3.1. Sector and consumer analysis

As we have already mentioned in the macroenvironment analysis the economic situation of last years with the crisis, it has had to establish politics of austerity that they have harmed seriously to the hospitality sector of .From the year 2008 until 2014 the sales have been falling down, 44. 582 bars and restaurants have closed through these years. The increase of the taxes, as that of the terraces taxes, and the prices adjustments, has done that many could not have survived. In spite of this, according to the INE in the last information of March, 2016, the prices of the bars and restaurants raise in March 0,9 % again with regard to the same month of 2015.

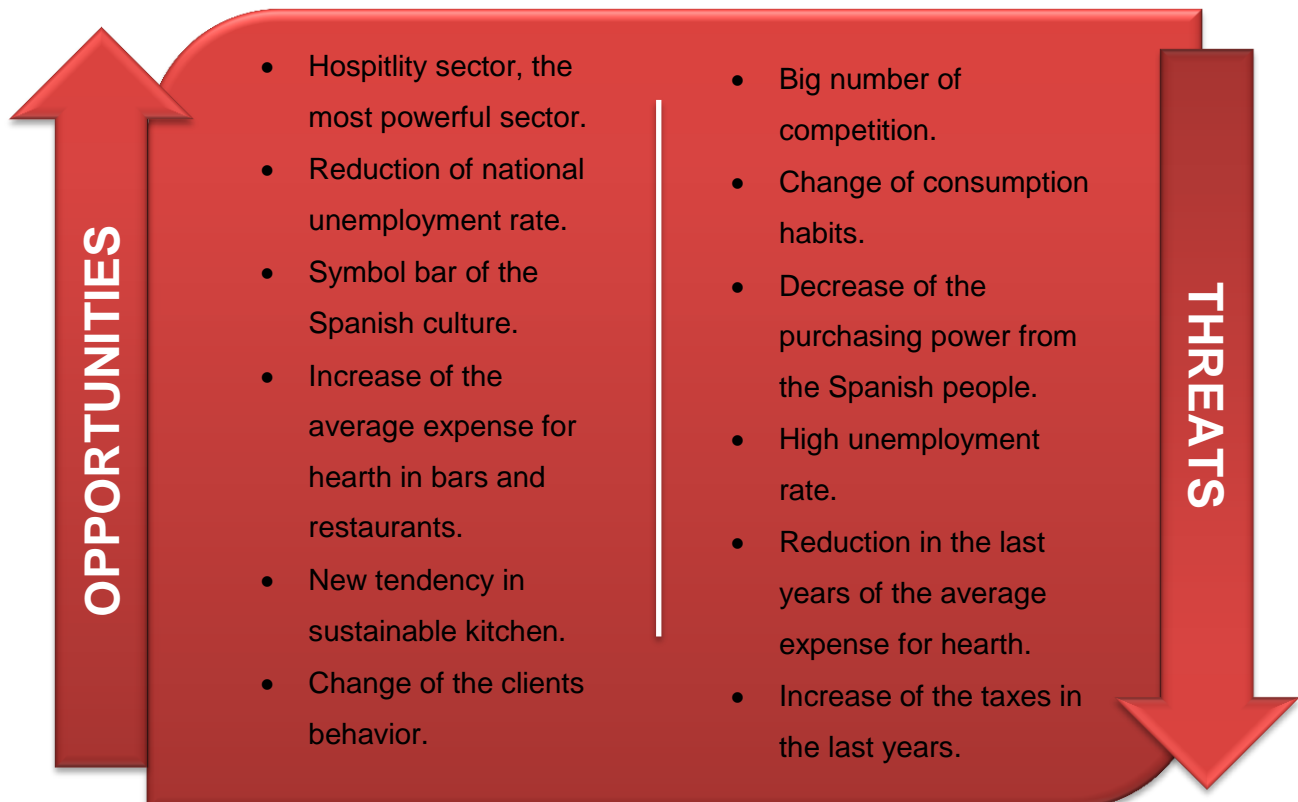
From 2014 the fall of the sales have been braked with an increase of 3,4 %. Also the affiliations have increased to the Social security in restaurants and bars up to 8,3 %, being the Valencian Community one of those that more it has increased, 8,1 %.

This sector has turned into the most powerful sector, beating its record of occupied, 1,54 million workers are employed in the hostelry sector (349. 600 in accommodation services and 1,19 millions in bars and restaurants).

In spite of the crisis the Spanish people have kept on visiting these places, since for many it is a place of socialization and enjoyment, but the consume habits have been modified. They have given themselves priority to important expenses diminishing this way the average expense for hearth in Hotels, coffees and restaurants in more than 700€ (-24 %), although in the last year there has been experienced an increase of the expense of 3,4 % (77€ more in meals and drinks out of the hearth).

Also there has increased the importance of the incorporation of the TIC in this business, since the clients behavior has changed. At present before coming to a bar or restaurant to eat or to have dinner, the consumers consult opinions and references in Internet or across social networks. Also the importance of the TIC also resides in the progress of the productivity and the competitiveness of the companies, enriching the clients experiences and increasing the quality of the service.

3. SWOT ANALYSIS



● STRENGTHS:

- Fresh, high quality products: The products that it offers are fresh and of high quality.
- Classic gastronomy with new tendencies combination: Limón y Romero tries to combine the classic gastronomy with the new tendencies and with some plates imported from other cultures.
- Good place: It is located in a privileged place since it is an area of step to the school, institute, health center, sports facilities and free time area of young population.
- Large variety of beers, wines, coffees and infusions: It has 5 beer taps in addition to more than 15 types of small bottles of different marks, different wines (more than 20), 10 types of gin and more than 25 types of coffees and infusions.
- Modern facilities: The place is provided with a few modern facilities and with an excellent decoration.
- Wide terrace area: A big attraction is provided with a wide terrace being this for the clients who prefer to take their refreshment dinner or meal in the exterior and especially when it is nice weather.
- Parking facility: It is located in a place with easy parking.
- Author's "tapas" at accessible prices: Limón y Romero tries to bring the high kitchen over to the most popular classes serving author's "tapas" at accessible prices.
- Owner with previous experience and training: The owner, Rafael Romero García, has previous experience in this sector. In addition to having the official qualifications in Nutrition, at present he is studying a top confectioner's course in Baret de Miquel Ruiz in Denia, whose owner Josep Miquel Ruiz has been rewarded by Michelin Star. All this does that Rafael is innovating everyday in his kitchen contributing new things that he is learning, therefore it does not always offer the same but also he keeps going adapting himself to changes and to new tendencies.

● WEAKNESSES

- Higher prices in meals and dinners: It offers a few prices more raised in meals and dinners with regard to those of his competition.
- Little plates variety in the menus: The plates variety in the menus is limited.
- Small place: It does not have much capacity to make a lot of meals and dinners.
- Limited promotions: Normally, It does not offer a lot of promotions.
- Limited use of the social networks: Little use of social networks.
- Innovative products: Innovative kitchen that maybe traditional clients are not liking it.

● OPPORTUNITIES

- Hospitality Sector, the most powerful sector: The sector of the hotel trade has turned into the most powerful sector, beating its record of occupied.
- Reduction of national unemployment rate: The unemployment rate has been going down in the last years, at present it is in 20,9%.
- Symbol bar of the Spanish culture: For many of the Spanish people, the bar is a symbol of the Spanish culture. In spite of the economic crisis the Spanish people on visiting them although with less frequency.
- Increase of the average expense for hearth in bars and restaurants in the last year: An increase has been experienced in the group of 3,7% the hearths spent 77€ more in meals and drinks out of the hearth.
- New tendency in sustainable kitchen: At present a new tendency is arising in sustainable kitchen. Every time they are more the people who demand a sustainable, healthy feeding that respect the environment.
- Change of clients behavior: In the last years the importance of the TICs has increased. The clients check opinions before choosing a restaurant or a bar. Big importance of the RRSS.

● THREATS

- Big number of competition: There exists a big number of bars and restaurants in the area.
- Change of consumption habits: The crisis has modified the consumption habits giving priority to important expenses to live.
- Decrease of the purchasing power of the Spanish people.
- High unemployment rate: Although in the last years the national unemployment rate has been going down, it keeps on being high.
- Reduction in the last years of the average expense for hearth: Although in the last year the average expenses has increased for hearth in this sector, from the year 2008 it has diminished greatly in more than 700 € (-24%).
- Increase of the taxes in the last years: In the last years with the crisis there has been established politics of austerity that they have harmed to the Hospitality Sector. Some of this politics have been the increase of the taxes and the prices adjustment.

4. SEGMENTATION OF THE MARKET

The Limón y Romero bar centers its sales effort on people between 20 and 65 years old, with middle-income, that make a complementary activity in the bar environment and ready to spend a great time while they have lunch or have dinner.

For the market segmentation we are going to divide it according to the different time-slot since according to the time the clients are different and demand different products. It is important for divide the consumption hours to know what to offer during every moment of the day.

● Breakfasts, lunches and snack (7:00 to 15:00)

The types of clients in this time-slot is:

- Parents who leave children in the school.
- School and High School teachers.
- Supermarket Workers (restricted time).
- Medical and provided people (restricted time).
- Women and men with meeting habit to have lunch or to have an aperitif before eating.
- Patients of the health center.
- 30% of the young people (lunch or another type of refreshment, coffee).

In general clients between 30 and 65 years old. What more is demanded in this stripe there are coffees, lunches and beers.

● Afternoon (15:00 to 21:00)

The types of clients in this time-slot is:

- Women and men between 30 and 50 years old that meet to have a coffee.
- Women and men between 23 and 50 years old who look for some refreshing drink and some type of aperitif.
- Half of the clients is between 25 and 35 years old and principally they are beer consumers.

Principally coffees and beers are demanded.

● Dinners (21:00 to 00:00)

The types of clients in this time-slot is:

- Couples between 25 and 55 years old.
- Groups of friends between 23 and 50 years old with meeting habit to have some type of beer with different “tapas”.

● Drinks (00:00 to 2:00)

- Clients between 30 and 50 years old who are going to have some drinks. (high purchasing power)
- Clients who have had dinner in this bar and have a drink after dinner.

In addition to this division, also there must to be said that the demand is different according to the day. As it has already been commented in the paragraph of company resources, does an income division in two blocks, from Monday until Thursday and from Friday until Sunday. This division is because the demand is different in every block.

- From Monday until Thursday the clients principally are those of we commented previously (mothers, parents, doctors, teachers...) that go to Limón y Romero during the morning and some of them during the evening.
- From Friday until Sunday the clients principally are those of the evening, dinners and drinks.

5. OBJECTIVES

As any other small enterprise the main objective is continue to compete on the market and to confront the mishaps of a best possible way increasing the profitability and the growth. For this there are established reachable specific objectives that are detailed next. All of them are thought to fulfill them in one year, some of them are quantitative and different qualitative being this more difficult to measure.

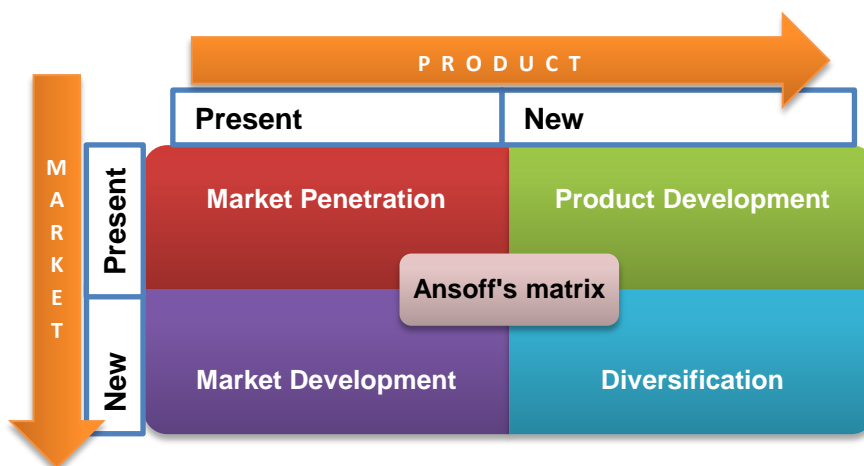
- 1) To increase the grade of satisfaction of the clients in 80 % since this will help to get more visits in a future and the image mark becomes stronger.
- 2) To attract 15 % of new clients in one year.
- 3) To increase the customer loyalty and the repetition rate in one year.
- 4) To increase in 5 % weekly the regular clients.
- 5) To increase the participation and the interactivity of clients.
- 6) To increase the sales 10 % with regard to previous year.
- 7) To increase the income in 2 % with regard to the previous year.

6. STRATEGIES

In the following paragraph we are going to explain the different strategies used by Limón y Romero. Previously to the explanation of these strategies there will be realized a little definition of each of them in the book *Fundamentos de marketing estratégico* (Vallet et al., 2013)

6.1. Growth strategy

Figure 6: Ansoff's matrix



Source: Own elaboration

The Ansoff growth matrix is an strategic analysis tool that is used to precise which are the strategic alternatives that the company has to increase its sales and to define the direction of growth of an organization. This growth matrix relates the existing situation in the company to the possibility of development, both of products and of markets, obtaining this way four quadrants that we see in the figure 6. The different strategies are: penetration the market, development of new markets, development of new products and diversification.

In this case the strategy adapted to be used is the **penetration in the market**. This strategy consists of obtaining a major market share using the current products on the markets that we already operate. For it is suitable to increase the consumption of the current clients and to attract the future clients by means of promotions and publicity, and also it has to try to attract the clients of our competition. Across Internet and the social networks it will be a good tool to be able to come to potential clients and making the current ones stay.

6.2. Competitive strategy

The competitive strategies indicate the option of the company according to the relative position that occupies on the market as regards its competition (Kotler, 1992). Different strategies exist: strategy of leader, of challenger, of follower and of specialists in niches.

- Leader's Strategy: The leading corporation has the biggest market share and usually marks the changes on the market to which it belongs as regards its competitors.
- Challenger's Strategy: These companies usually have two options, expansion of the market share (attacking the leader or other companies) and defense of the market share.
- Follower's Strategy: These companies prefer to follow the leader occupying a position lower than this one.
- Strategy specialist in niches: These companies avoid the conflict with the big competitors therefore limited segments select that the leader does not pay a lot of attention.

In this case no bar or restaurant exists in the area that is considered to be a leader. We

might say that at present it is using a specialists' strategy in niches to compete, since it appears under the concept of Gastro Bar, a way of offering "tapas" and author's plates at accessible prices.

6.3. Strategy competitive advantage

As for the competitive advantage (Porter, 1985), it is formed by the characteristics of the marks or products of the company that do that it has some advantage on the rest of companies. There exist two basic types of competitive advantage, leadership in costs and differentiation.

- Leadership in costs: The companies offer its products at prices lower than those of its competition but without stopping having benefits.
- Differentiation: The companies offer products that are received by the clients as an only one, specially or top. With this the clients are ready to pay a higher price.

In this case the best option is the differentiation since it has to offer products differentiated by the quality, having a top quality to the rest of the competition. Limón y Romero usually adds innovative plates, with fresh products and exotic and showy ingredients although this supposes a major cost.

6.4. Segmentation strategy

This strategy happens when the company centers on serving to few ones or to the only segment instead of liking to the whole market. With this, we knows better and with more depth to the segments of competition.

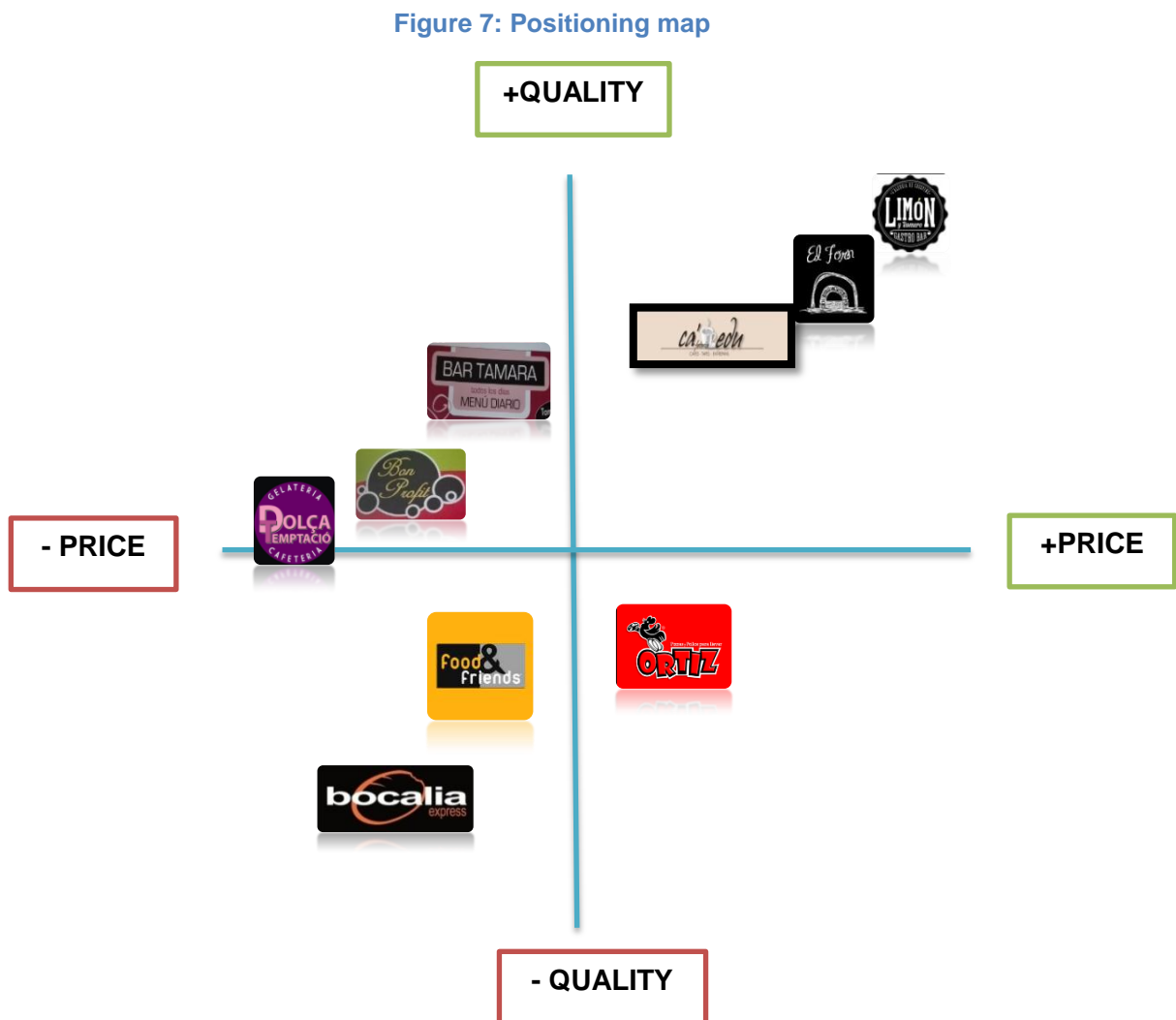
Since it was possible to have verified in the paragraph of segmentation of the market, Limón y Romero offers several products to satisfy to different segments of the market. Attracting both women and men of different ages.

6.5. Positioning strategy

The positioning is made once the company has identified the segments of the market and has valued them. The position is the perception that the consumer has of our product or service. For the positioning strategy position maps are prepared, as we can

see in the figure 6, of our product or service compared to those of the competition. The attributes that are used in this case are the price and the quality.

In accordance with the analysis of the competition made in the point 2. 3, in this paragraph are positioning each of the competitors according to the price and the quality. As we can see in the figure 7.



Source: Own elaboration

7. ACTION PROGRAMS

In this paragraph there is going to be proposed a set of marketing actions to try to reach the objectives raised in the paragraph 5. In the following table (Table 2) we can see of abbreviated form the different actions that we are going to make and which are the objectives that it fulfills. These actions will be explained in detail next of this table.

Table 2: Summary actions plans

ACTIONS	OBJECTIVES
Action 1: Cross-selling achievement.	1) To increase the grade of clients satisfaction. 3) To increase the consumers loyalty. 6) To increase the sales 10 %. 7) To increase the income.
Action 2: Extension of the number of plates in the menu.	1) To Increase the grade of client's satisfaction. 2) To attract new clients. 3) To increase the consumers loyalty. 4) To increase in 5 % weekly the usual clients.
Action 3: Achievement of thematic dinners.	1) To Increase the grade of clients satisfaction. 2) To attract new clients. 4) To increase in 5 % weekly the habitual clientele. 6) To increase the sales 10 %.
Action4: To offer new experiences to the clients.	1) To Increase the grade of clients satisfaction. 2) To attract new clients. 3) To increase the consumers loyalty. 4) To increase in 5 % weekly the usual clients. 6) To increase the sales 10 %.
Action 5: Promotional prices. Prices in special dates.	1) To Increase the grade of clients satisfaction. 6) To increase the sales 10 %.

Action 6: Price discrimination use.	1) To Increase the grade of satisfaction of the clients. 6) To increase the sales 10 %.
Action 7: To go on from the B2C to the B2B by means of agreements with different entities.	2) To Attract new clients. 4) To increase in 5 % weekly the usual clients. 6) To increase the sales 10 %. 7) To increase the income.
Action 8: Major use of Facebook.	2) to Attract new clients. 4) To increase in 5 % weekly the usual clients. 5) To increase the participation and the interactivity of clients.
Action 9: Participation in the local events.	5) to Increase the participation and the interactivity of the clients. 6) To increase the sales 10 %.

Source: Own elaboration

7.1. Product decisions

- Action 1: Cross-selling achievement.

The cross-selling consists of trying to sell complementary products to which the client is consuming. For it the bartenders do not have to impose the different products of aggressive form but to talk with the client to know what is what better can come to him. It is not a question of selling for selling but of identifying what is what might come to the clients well in this moment.

For it the bartenders will offer and suggest:

- Some “tapas” or some aperitif with their beer or soft driks while they wait the main courses.
- Something sweet with the coffee or the tea.
- Some water bottle when you command some wine.
- Some extra starter.
- Wine Bottles to take away with some reduction.

Execution time: 12 months

- Action 2: Extension of the number of plates in the menu.

To increase the number of starters and plates in the menu, as well as also to extend the number of “tapas” that are offered in the evenings with the beer.

Execution time: 12 months

- Action 3: To realize thematic dinners.

To make on the first Thursday of every month a thematic dinner inspired by different countries of the world. Every Thursday a dinner will be made with proper products of a country. Some examples of dinners are: Japanese, Hindu, South African dinner, northerly countries, Italian, Mexican, Chinese, Greek between others.

With every dinner, the place will be decorated according to the typical characteristics of the country in question.

Image 7: Examples thematic dinners





Source: Own elaboration

Execution time: once a month

- Action 4: To offer new experiences to the clients.

To offer new experiences to the clients like pairing tastings, dinners with magic spectacle, dinners with live music and stories for children.

Some examples would be:

Image 8: Example new experiences



Source: Own elaboration

Execution time: 1 or 2 per month

7.2. Price decisions

- Action 5: Promotional prices. Prices in special dates.

To offer promotions in special dates like the Father's day, san Valentine's day, Mother's day and Fallas.

Ej: come with your father on Father's day and you will obtain the second purchase to half price. (Lunch, beer, refreshment)

Execution time: Special dates like Father's day, mother's day, san Valentine's day and Fallas.

- Action 6: Price discrimination use.

Price discrimination use for consumers' segments. It will be done every 2 months for different years (60, 70, 80, and 90). It will be begun in August for the year 90 for 1 finished week.

Ej: Beers and refreshments to half price for the born in the 90's

Image 9: Example promotion born in the 90's



Source: Own elaboration

Execution time: Every 2 months

7.3. Distribution decisions

- Action 7: To go on from the B2C to the B2B by means of agreements with different entities.

To match with different business of the locality like Carnicería Fina, parent of the owner, and Frutería Hermanos Medina. Offering discounts if you buy in this business.

Ej: If you do a purchase superior to 15€ in Carnicería Fina, you obtain a discount in the Limón Y Romero bar and vice versa.

The same with the fruit store and possible business that want to join.

Execution time: 12 months (l/p)

7.4. Communication decisions.

- Action 8: Major Facebook use

Major Facebook use by means of the achievement of contests and posting often photos and daily promotions or weekly promotions.

Ej:

- Like our page and we give you a beer. (MEGUSTA X BEER) (Like for beer)
- Photos Contest: make a photo in Limón y Romero! The photo that more I like has it will be rewarded with a dinner for two.
- Draw: like the page and share the post and you will enter to a draw of dinner for two.

Image 10: Example Facebook promotion



Source: Own elaboration

Execution time: 12 months (l/p)

- Action 9: Participation in the events of the people.

In addition to taking part in the event "De tapa en tapa" in September, where it takes part already, also it takes part in the "Festapa" that takes place every 3 months and in the local events in San Onofre holidays on 12nd June and in Fallas.

In the following image we can see the last advertisement of the "Festapa" of last April 30, where the bars that they were informing were El Forn, mar e mar and La cantina.

Image 11: II Festapa advertisement



Source: Facebook L'Alcudia de Crespins

8. TIMELINE, BUDGET AND CONTROL

8.1. Timeline

In the following table we can see the actions timetable, which it is the moment in which it goes to implant the action and during how long.

Table 3: Schedule.

ACTION	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Action 1: Cross-selling												
Action 2: Extension of the number of plates in the menu.												
Action 3: Thematic dinners.												
Action 4: New experiences.												
Action 5: Promotional prices.												
Action 6: Price discrimination.												
Action 7: B2C – B2B												
Action 8: Major use of Facebook.												
Action 9: Participation in the local events.												

Source: Own elaboration

	Implementation and Maintenance
	Implementation only a few days a month

Notes:

- The action 3 will be carried out on the first Thursday of every month.
- The action 4 will be carried out 1 or 2 times a month.
- The action 5 will be on Valentine's day, Father's days and Mother's day.
- The action 6 will be carried out for 1 or 2 weeks every two months. From December until March it is stopped because another type of promotions exists already.
- The action 9 will be carried out in the holidays and local events.
 - September: Local holidays
 - December: Festapa
 - March: Fallas
 - April: Festapa
 - June: Local holidays (San Onofre)

8.2. Budget

In respect of the budget that is needed to do the marketing actions, it is necessary to say that in most of them there is not needed large number of money or any quantity.

The action that more economic payment needs is the action 4 (to Offer new experiences to the clients), since it is a question of hiring persons like magicians, storyteller, pairing or musicians therefore this supposes a major expense. The expense might amount to approximately 2. 000 €. These expenses can change depend on the spectacle that is hired and the frequency that is realized.

Other one of the actions who supposes something of payment is the action 3 (thematic Dinners) since it is necessary to buy all kinds of decoration for the place and to obtain the typical ingredients of every country. This expense can promote in approximately 100 € every dinner. Since a dinner will be realized a month, the payment will be 1. 200€. These expenses are brought near since some thematic dinner scarcely has expenses (less than 100€) and others who suppose more than 100 €.

In respect about other actions it does not suppose a large expense.

The whole expense adds a total of 3. 200 € a year.

Table 4: Budget

ACTION	BUDGET
Action 3: Thematic dinners	100 € x 12 months= 1.200 €
Action 4: New experiences	2.000 €
WHOLE BUDGETED FOR	3. 200 €

Source: Own elaboration

8.3. Control

In this table we can observe the methods that should use to take a control on the actions and proposed targets. Periodically it will be proved if the raised targets are fulfilled or not.

Table 5: Control data

OBJECTIVE	MONITORING DATA	PERIODICITY
1) To increase the clients satisfaction grade.	Conducting surveys to our clients.	Half-yearly
2) To attract new clients.	Meetings with the whole work team.	Monthly
3) Increase of consumers loyalty.	Meetings with the whole work team.	Monthly
4) To increase usual clients.	Meetings with the whole work team and some daily clients.	Monthly
5) To increase the participation and interactivity of the clients.	Followers at social networks and number of contests participants.	Four-monthly
6) To increase the sales	Comparison of the annual income with the previous year.	Four-monthly.
7) To increase the income	Comparison of the annual income with the previous year.	Four-monthly

Source: Own elaboration

The results control is important in this plan since it allows to know if we are fulfilling or not the appointed objectives and it gives us information about possible future actions. Also it allows us to do corrections at the opportune moment.

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